

International Management

**Culture, Strategy,
and Behavior**

Fourth Edition

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Preface

Along with the new millennium, the global economy, the borderless world, has finally arrived. The first three editions of this text were still trying to convince and prepare for the emerging global economy. Just as sure as the year 2000 is now upon us, so is the global economy. Fortunately, just like effective organizational learning, we feel that the development of this text over the years has not just reacted to the global environment, but instead has anticipated and proactively established a conceptual framework and content for international management. The previous edition introduced a number of new chapters and cases, while this edition can best be described by the Japanese term *kaizen* or “continuous improvement.”

Along with information technology, international management is the major challenge facing organizations in the new millennium. All countries and companies now are part of the hypercompetitive global marketplace, which is sometimes referred to as the “3 Any’s” environment—anyone, anywhere, anytime. Such an environment points to one incontestable fact: Students of management must now be knowledgeable about the international dimensions of management. Although much of this book and most of the examples are from the perspective of the United States, because most of the student readers will be Americans, it is recognized that a global perspective is needed and has become a reality. This is why a conscious effort is made to include as many different parts of the world as possible in the text discussion and cases.

We continue to take a *balanced approach* to this fourth edition of *International Management: Culture, Strategy, and Behavior*. We now emphasize this balanced approach in the new subtitle. Whereas other texts stress one of these, we feel that balance and the resulting synergy is needed for a true international management text and course. Thus, we have the following chapter distribution: Environment (4 chapters), Culture (4 chapters), Strategy (4 chapters), and organizational behavior/human resource management (5 chapters). The only change in conceptual framework from the previous edition is that the ethics chapter is moved from the back of the text to the front as part of the environmental foundation, Intercultural Communication is moved up to Part Two on Culture, and the Strategic Planning chapter now precedes the chapter on Managing Political Risk and Negotiations within the Strategic Management part. Obviously, since international management is such a dramatically changing field, all the chapters have been completely updated and improved. For example, there are about 10–15 new references (and thus real-world examples and research results) in each of the chapters.

The new and exciting dimension of this edition is the addition of a chapter opening article from *Business Week*. These are very recent, relevant, short news stories to get the readers’ interest and attention before going into the chapter topic. A transition paragraph for the chapter follows these opening stories and at the end of each chapter, there is a new pedagogical feature titled *The World of Business Week Revisited*. This has a few discussion questions based on the opening news article that requires drawing from the chapter material in order to answer. As a teaching tool, suggested answers to these discussion questions are placed in the Instructor’s Manual and also some multiple choice and true–false questions directly from the story are in the test bank for instructors who want to include this material in their tests.

Another new end-of-chapter feature is an *Internet Exercise*. The purpose of these exercises is to use the Internet to find information from web sites on prominent MNCs needed to answer relevant questions about the chapter topic. A new end-of-book feature is *International Manager Skill Building*. These in-class exercises represent the various parts of the text (culture, strategy, and behavior) and give hands-on experience and

actual skill building. Finally, the use of cases is expanded. The two short end-of-chapter cases remain (and are updated). However, the intermediate length (3–4 pages) end-of-book cases are now positioned at the end of each part. About half of these cases are new to this edition. These cases were retained or newly selected for high-interest discussion and strategic analysis. Unlike the shorter end-of-chapter cases on a specific country (In the *International Spotlight*) and cases covering specific topics in the preceding chapter (You Be the International Consultant), which can be read and discussed in class, these longer, end-of-part cases normally would be read outside of class and then discussed in depth. Along with the boxed application examples within each chapter and other pedagogical features at the end of each chapter (e.g., Key Terms, Review and Discussion Questions, The World of *Business Week* Revisited, and Internet Exercise), the longer end-of-part cases provide the complete package for relating text material to the real world of international management.

To help instructors teach international management, this text is accompanied by a revised and expanded Instructor's Resource Manual and Test Bank. New to this edition are power-point presentation slides for each chapter and a set of videos complementing many of the key concepts and examples from the text.

International Management is generally recognized to be the first “mainline” text of its kind (strategy case books and specialized books in organizational behavior, human resources, and, of course, international business, finance, marketing, and economics preceded it, but there were no international management texts before this one) and is the market leader. We have had sustainability because of the effort and care put into the revisions. We hope you agree this Fourth Edition continues the tradition and remains the best “world-class” text for the study of international management.

We would like to acknowledge those who have helped to make this book a reality. Special thanks go to our growing number of colleagues throughout the world who have given us many ideas and inspired us to think internationally. Closer to home, we would like to give special recognition to two international management scholars who have had a direct influence on both of us. First is Henry H. Albers, former Chair of the Management Department at the University of Nebraska and former Dean at the University of Petroleum and Minerals, Saudi Arabia, to whom we have dedicated this book. He had a significant influence on our early careers and stimulated us to research and write in the field of management but, most importantly, to think internationally. More recently, we would like to acknowledge the influence of Sang M. Lee, currently Chair of the Management Department at Nebraska and President of the Pan Pacific Business Association. He is a true “Global-Academic,” and we appreciate his stimulation, advice, and support. Also, we would like to thank Suzanne Peterson and Cathy Watson for their work on various stages of the manuscript.

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About the Authors

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FRED LUTHANS is the George Holmes Distinguished Professor of Management at the University of Nebraska-Lincoln. He is also a senior research scientist with Gallup, Inc. He has been a visiting scholar at a number of colleges and universities and has lectured in most European and Pacific Rim countries. He has taught international management courses as a visiting faculty member at the Universities of Hawaii, Henley in England, Norwegian Management School, Monash in Australia, Macau, Chemnitz in the former East Germany, and Tirana in Albania. A past president of the Academy of Management, in 1997 he received the Academy's Distinguished Educator Award. Currently, he is editor-in-chief of the *Journal of World Business*, editor of *Organizational Dynamics*, and the author of numerous books. His book *Organizational Behavior* (Irwin/McGraw-Hill) is now in its eighth edition. He is one of very few management scholars who is a Fellow of the Academy of Management, the Decision Sciences Institute, and the Pan Pacific Business Association, and he has been a member of the Executive Committee for the Pan Pacific Conference since its beginning 16 years ago. This committee helps to organize the annual meeting held in Pacific Rim countries. He has been involved with some of the first empirical studies on motivation and behavioral management techniques and the analysis of managerial activities in Russia; these articles have been published in the *Academy of Management Journal*, *Journal of International Business Studies*, *Journal of World Business*, and *European Management Journal*. Since the very beginning of the transition to a market economy after the fall of communism in Eastern Europe, he continues to be actively involved in management education programs sponsored by the U.S. Agency for International Development in Albania and Macedonia, and U.S. Information Agency programs involving the Central Asian countries of Kazakhstan, Kyrgyzstan, and Tajikistan. Professor Luthans' most recent international research involves the relationship between psychological variables and attitudes and performance of managers and entrepreneurs across cultures.

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